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## The importance of business model, process innovation at organisational level of management in event market

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**Abstract:** This paper describes the market trends of event and the investments that companies make in this direction, the importance of business model and process innovation about that.

The aim of this paper is defining the innovation of a sales organisation process: differently from the past, today often a firm doesn't not sell just a product or a service, but an idea, a value, a lifestyle concerning the products with market and industry trends. Event Market is growing strongly during this years in terms of exclusive and corporate events (like team building, etc).

This research employs an analysis for the literature review to identify factors that led to change a business model, process innovation at organisational level of management in European and international companies.

This research employs, also, an empirical analysis with the aim to define the trends of European and international event market, starting to Italian market. During a period of observation exposed a same of customers randomly to a survey with the purpose to define the relationship between the Interviewees, the Social Media and Event.

In line with market trends, greater investment by companies in promotional or exclusive events, there are new innovative strategy for event development focused on exclusive and innovative service connect with digital communication and advertising.

**Keywords:** *management, event market, innovation, business model innovation, process.*

### Introduction

This paper describes the market trends of event and the investments that companies make in this direction, the importance of business model and process innovation about that.

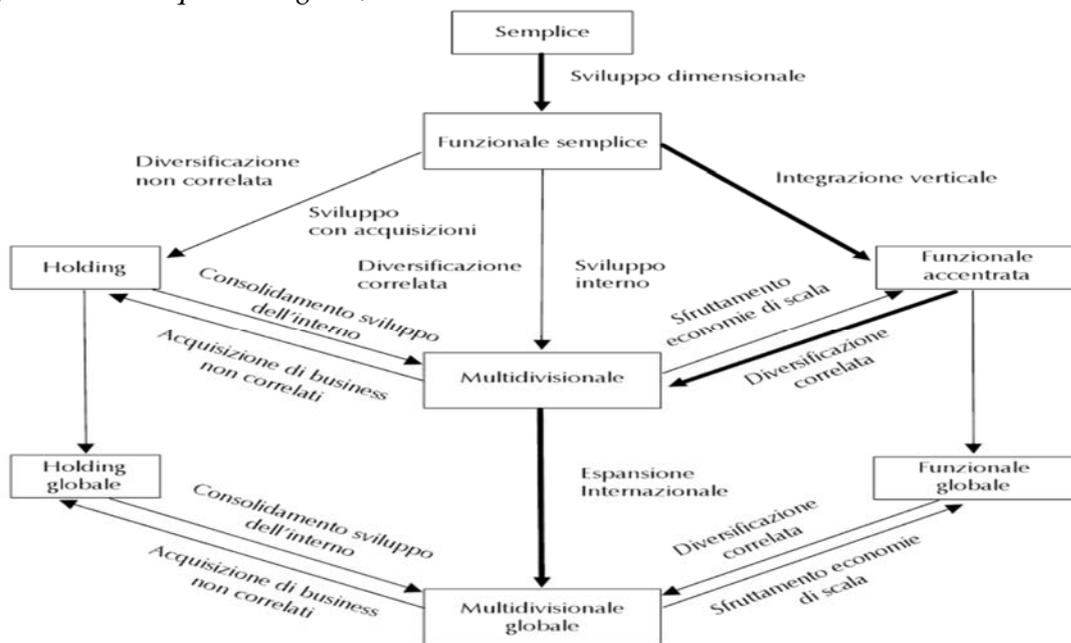
The aim of this paper is defining the innovation of a sales organisation process: differently from the past, today often a firm doesn't not sell just a product or a service, but an idea, a value, a lifestyle concerning the products with market and industry trends.

This research employs an analysis for the literature review to identify factors that led to change a business model, process innovation at organisational level of management in European and international companies from global multidivisional to easy.

From the empirical analysis, a questionnaire submitted to 40 companies and an interview with a businesswoman in the industry, it is evident that: corporate events are a major component of the event industry and that about 60.8% of the total of events hosted in Italy in 2015 (and 52.2% of the total participants) had participants, coming mainly from the same Region where the congress venue is located. 30.1% of the events (and 32.6% of the total participants) had a national horizon, ie with participants, excluding rapporteurs, coming mainly from outside the region; 9.1% of the events (and 15.2% of the total participants) were classified as international, having significant

numbers from abroad. This Italian framework reflects the international picture: corporate events support the industry and the participants tend to be the venue for the event.

Figure 1: Development organization



(Source: *The Role of Structure & Process*, J. R. Galbraith and D.A. Nathanson)

Considering the three types of customers: companies, associations and institutions, the first were the most active ones. The need and willingness to stimulate sales force, to boost the performance of its employees, and to launch new products on the market all the more than half of the events had been promoted by the corporate segment.

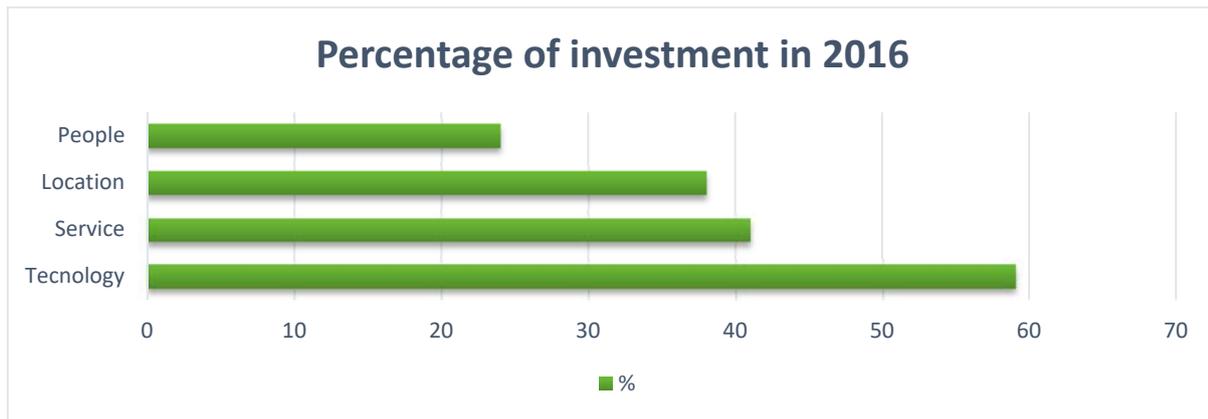
To confirm this, it is defined that events promoted by associations, companies and institutions represented 87.2% of the total of events, while the percentage of cultural events of about 5.7% and other events of about 7.1 %.

The survey identify the percentage of investment during 2016.

In 2016, investments of about 56.8% of total investments were made in:

- technology for 59.7% of the total
- infrastructure and services for 48.4% of the total

Figure 2: Percentage of investment in 2016



(Source: Author Elaboration of Survey)

In line with this trend, companies, their business models and their internal organizations are adapted, especially to properly support birth (in case of start-up), development of new ideas and achievements to be achieved and achieved. Just following the analysis of this growing market, the trend of "new event star-ups" is part of the offer of an exclusive, innovative and luxury service. The goal of many small new star-ups is to become the leader in delivering exclusive service with high quality products and service professionals, giving the corporate event the surplus needed to distract the consumer from its competitors.

Start-ups promote their service primarily through the word-for-word and digital channels: Instagram, Facebook, etc. It is not necessary to make massive advertisements and invest large amounts of money in the "traditional" promotion because since the beginning of the business the positive word of mouth has enabled start-ups to develop a good network of contacts of potential customers both in B2B and B2C .

The list of "traditional" communication channels used to promote new activities are:

- website
- collaborations with the printing industry
- sending DEM (newsletters by filling out forms during events)
- social network (Facebook, Instagram, LinkedIn)
- participation in trade fairs

To achieve this ambitious goal, factors common to the different star-ups interviewed have been identified:

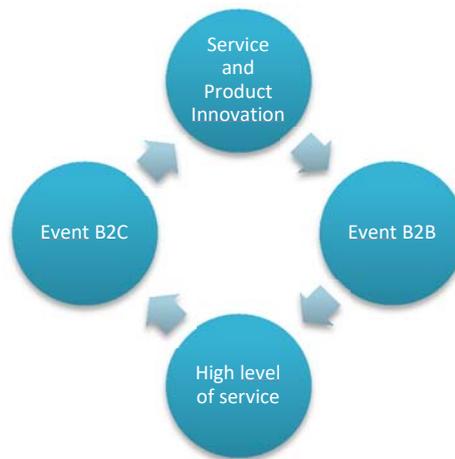
- Good innovative idea
- High quality product and service
- Slim business organizational structure: little propensity to delegate for sensitive activities while good propensity to delegate for daily and non-risky activities
- The entrepreneur is the ambassador brand and cares about corporate relationships
- High business efficiency (excellent plant management and investment turnover)
- Strong dimensional growth (increase in number of employees and increase sales)
- Good Reputation
- Attention to human resource: attention is drawn to the design of activities, the tasks with which human resources are called to contribute to the production of the service.

The division of labor plays a key role in achieving such goals, and is still the strong point of the business; The assessment of personal skills with the consequent attributes of different tasks allows the achievement of these goals.

Many of the participants in business events show interest in the "innovative" service and in some cases become customers in turn, passing from "business experienter" to "private consumer"

customers, from event B2B and event B2C, so that's why the business Structure needs to be slim and adaptable to all customer's needs

Figure 2: Cycle from B2B to B2C



(Source: Author Elaboration)

In line with market trends, greater investment by companies in promotional or exclusive events, there are new innovative strategy for event development focused on exclusive and innovative service connect with digital communication and advertising. Over the decades, Communication and Advertising have changed in order to meet the evolution of the consumer, who has grown to become more and more demanding while in parallel aware and informed.

Differently from the past, today often a firm does not sell just a product or a service, but an idea, a value, a lifestyle concerning that product. So this research identifies some common factors, at the organizational level, common to new businesses that allow efficiency and effectiveness to be achieved: slim structure, brand ambassador is the entrepreneur and attention to human resource.

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